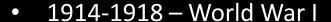
There is a place...

- Where the hottest summer days are like New England, but the annual snowfall is 34 inches less
- Where the annual high/low temperatures are like the California Wine Country (without the faultline)
- Where the average winter days are like Atlanta or Charlotte, but the summers have 35 fewer days of sweltering above-90-degree heat
- Where the # 90+ degree days are half that of the Colorado Rockies at Denver (and the winters have 45 fewer inches of snowfall)
- Where lush green vegetation is naturally maintained by rainfall amounts comparable to the Pacific Northwest
- Where nature's beauty unfolds in four balanced seasons
- Where the natural watershed scored a perfect 100 out of 100
- That's equidistant from every major metropolitan market in the eastern United States
- Oh, and did I mention it is consistently one of the most affordable places to live
- Mix in some of the nicest, most accommodating people in the world...
- And you have Kingsport, Tennessee

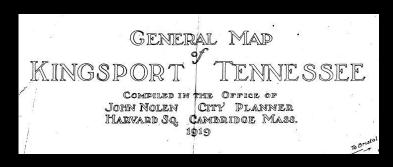
"The Kingsport Story"

- A planned <u>industrial</u> city
- Interlocking industries
- Railroad
- Natural resources (coal, timber, water)
- Inexpensive labor from nearby farms
- Managers from outside the region
- Melting pot



- 1908 Ford Model T
- 1916 1st Zoning Ordinance (NYC)
- 1917 Kingsport incorporated
- 1929 Black Tuesday (Great Depression)
- 1935 Community hospital founded
- 1939-1945 World War II
- 1944 J. Fred Johnson died
- 1950's post-war expansion
- 1960 Eastman explosion (15 killed)
- 1961 Kingsport Inn demolished
- 1971 Kingsport Mall opened (Stone Dr)







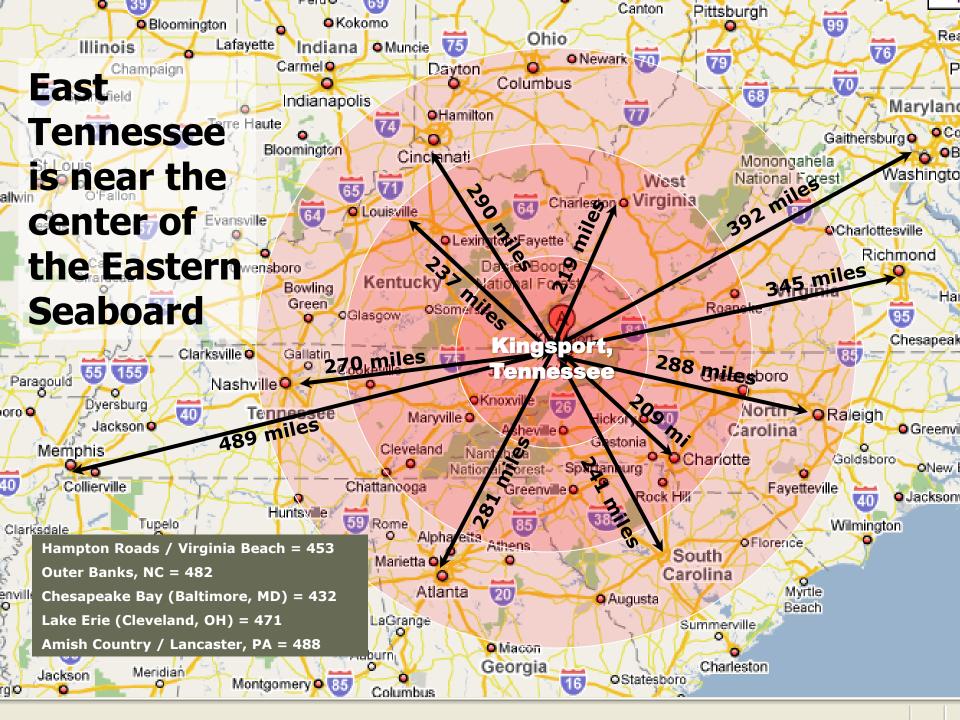
- 1976 Fort Henry Mall opened, downtown declines
- 1976 FAILED Kingsport massive annexation attempt divides community
- 1978 FAILED referendum on Eastman Road & Justice Center
- 1979 Citizen unrest results in charter change to elected Mayor
- 1980 Sullivan South & North High Schools open
- 1980 Census reveals Kingsport city population growth = zero
- 1980 JC passes liquor-by-the-drink, new restaurants follow, momentum
- 1980 Fun Fest started (to promote community unity)
- 1981 Sullivan Consolidated Government & Schools referendum fails
- 1984 Liquor-by-the-drink (Kingsport) on 3rd attempt
- 1985 Me (broken windows, rotted fascia, Lowe's)
- 1986 FAILED referendum Colonial Heights annexation
- 1988 FAILED referendum on Sullivan Consolidated Government & Schools
- 1988 FAILED referendum for downtown Civic Center



- 1989 KINGSPORT TOMORROW
- 1990 Vision 2017
- 1990 Cook's Valley & Lynn Garden annexed
- 1992 PASSED referendum on Civic Center (MeadowView)
- 1994 Groundbreaking for MeadowView
- 1994 Eastman Chemical Spinoff from Eastman Kodak
- 1995 KATS founded
- 1996 Jalisa Ferguson
- 1997 MeadowView Marriott Conference Resort & Convention Center opens
- 1998 The Heart Center at MeadowView
- 1999 Economic Summit at MeadowView
- 2001 Sheridan Square
- 2002 Academic Village: Regional Center for Applied Technology
- 2002 Eastman Credit Union MeadowView
- 2003 Eastman Park at Horse Creek (Soccer)
- 2003 HMG MeadowView
- 2005 East Stone Commons
- 2006 Wellmont Project Platinum
- 2006 Club 229 shooting / Riverview
- 2006 Riverview Splash Pad dedication
- 2007 Kingsport Pavilion (Target)



- 2007 I-181 becomes I-26
- 2007 Kingsport Press: Quebecor donates site to City
- 2008 Academic Village: Regional Center for Health Professions
- 2008 HOPE VI: Sherwood-Hiwassee houses under construction
- 2009 MeadowView Hotel & Conference Center expansion
- 2009 HOPE VI: Groundbreaking for Riverview housing
- 2009 Academic Village: Kingsport Center for Higher Education
- 2009 Academic Village: Regional Center for Advanced Manufacturing
- 2009 Kingsport Press: Mountain Region Family Medicine announced
- 2009 Kingsport Press: Farmer's Market
- 2009 John Adams Elementary School opens
- 2010 V.O. Dobbins Sr. Center
- 2010 Lynn View Community Center
- 2011 Kingsport Press: Food City grand opening
- 2011 Aquatic Center / YMCA groundbreaking
- 2012 Academic Village: Regional Center for Automotive Programs
- 2012 Kingsport Press: Chamber & Schools Administrative Headquarters







is the largest city in Tennessee's 5th Largest Metro

ILLINOIS	INDIANA S	онго	WEST
MISSOURI	Ft. Donelson Nat'l Battlefield Cumber1	APPALACHIÁ	N VIRGINIA
Mississippi Jackson* Memphis	Clarksville NASHWIL TENNESS Murfrees Tennessee Chattanoogi	Coak Ridge Knoxyille	Johnson City NORTH CAROLINA
ARKAHSAS	- Cliattanoog	^ ^ APP AL ACHIAN	SOUTH
MISSISSIPPI	ALABAMA	MTS. GEORGIA	1
	1,593,050		

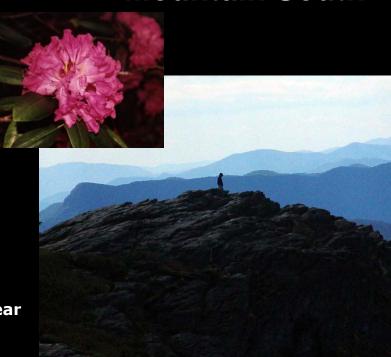
Nashville-Murfreesboro-Franklin, TN	1,593,050
Memphis, TN-MS-AR	1,316,579
Knoxville, TN	699,180
Chattanooga, TN-GA	530,205
Kingsport, TN-VA	310,695
Clarksville, TN-KY	274,695
Johnson City, TN	198,974
Morristown, TN	136,787
Cleveland, TN	115,716
Jackson, TN	114,241
Cookeville, TN	105,761
Tullahoma, TN	100,447
Sevierville-Pigeon Forge-Gatlinburg, TN	90,072

Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

Knoxville, TN	699,180
Greenville, SC	638,576
Chattanooga, TN-GA	530,205
Asheville, NC	422,752
Kingsport, TN-VA	310,695
Roanoke, VA	308,893
Charleston, WV	304,571
Spartanburg, SC	284,713
Charlottesville, VA	199,776
Johnson City, TN	198,974
Anderson (Clemson), SC	187,269
Blacksburg (Virginia Tech)	161,768

Kingsport is...

the largest city in the 5th Largest Metro in America's Mountain South



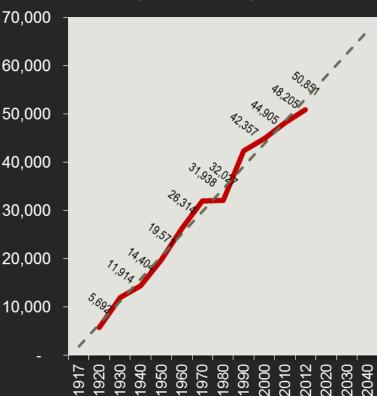
Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

"The Kingsport Spirit"

"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."

~ J. Fred Johnson, 1937

City of Kingsport, Tennessee Incorporated Population



GENERAL MAD

KINGSPORT

TENNESSEE

Complied in the Office of John Nolen City Planner Harvard Sq. Cambridge Mass. 1919

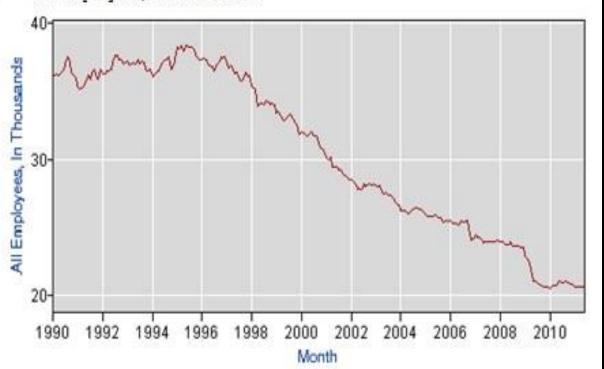
Economy in Transition

MANUFACTURING JOBS

Area: Kingsport-Bristol-Bristol, TN-VA

Supersector: Manufacturing Industry: Manufacturing

Data Type: All Employees, In Thousands



Where We Were The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- •Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- •Redevelopment / TIF / PILOT
- •Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment Concept Plan 2001





2 years free tuition to H.S. graduates

Childcare, Public Transit

\$17 million local capital funding

2,100 students

2002 – Applied Technology

2008 – Health Professions

2009 - Higher Education

2009 - Advanced Manufacturing

2011 – Automotive Tech

Kingsport Times-News

Harvard recognizes city's efforts to spur education

Most residents already consid Kingsport a special place. All t same, it's gratifying that the city h been identified by Harvard Univers as creating some of the most innovati education initiatives in the nation.

This week in Washington, D.C., t Ash Institute for Democratic Gove nance and Innovation at the John Kennedy School of Government Harvard University honored Kingspo as one of only six winners of the 20 Innovations in American Governme Awards.

The prestigious award is a recogn tion from one of the top universities the nation of Kingsport's years of wo in promoting and advancing higher e ucation — from the Educate and Gre program, to the newly open Kingsport Center for Higher Educ tion, to the idea of creating an Ac demic Village in downtown Kingspor

As Mayor Dennis Phillips noted, th incredible accomplishment will "dra



Price 75 Cents



94th Year, Number 27

Haslam says 'Educate and Grow' could go statewide

■ 'Educate and Grow scholarship program allows ev-





Education a family affair for Church Hill foursome

'As long as you're willing to learn, you will learn here."

Troy Christian

By RICK WAGNER rwagner@timesnews.net

KINGSPORT - When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

· Troy has worked at Domtar for about four years. About three years

Where We Were The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- •Redevelopment / TIF / PILOT
- •Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment Concept Plan 2001

More than 75% of workforce in establishments with <9 employees



Home About Us Events Partners News Join





FORTUNE •

Term Sheet

Economy

Money -

Tech

Personal Finance

2009 -

Small Business

CNNMoney.com > Small Business > Best Places to Launch

BEST PLACES TO LAUNCH

Palm Coast, FL

Find Loans Business Climate Costs Fastest small business growth Educated workers Low crime High income Growing economy

22.4%

1.888

Markets

Fastest small business growth

In these metro areas, the number of small businesses -- companies with fewer than 50 employees -- grew fast from 2004-2007.

FASTEST GROWTH SLOWEST GROWTH

Rank		Metro area	Small business growth rate	# of small businesses (1-49 employees)
	1	Kingsport, TN	43.7%	6,087
	2	St. George, UT	29.8%	4,224
	3	Provo, UT	23.0%	10,525
	4	Bend, OR	22.6%	6,554

Best Places Winners



Show: All 50 | Top Large Places | Top Midsize | Top Small

Top 25 Lists

Small business growth College-educated workers

ScanSnap FUĴÎTSU

Find your lau

Do you prefer a place

The factors that mat most to me are:

Affordable wage

Educated worker

Low crime

Where We Were The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- •Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- •Redevelopment / TIF / PILOT
- •Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment Concept Plan 2001



Where We Were The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- •Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- •Redevelopment / TIF / PILOT
- •Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment Concept Plan 2001







Since 2005, all of these have located on a redeveloped site











stir fry cafe



















































Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable investment (1998-2011)

Excluding public/semi-public non-taxable investment (an additional \$129,000,000)







Where We Were The 1999 Economic Summit

Six Major Non-Traditional Economic Development Initiatives

Higher Education (Educate & Grow)

- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- •Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- •Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment Concept Plan 2001



THE FACTS

CAREERS

FAMILIES

HOMES

ACTIVIT

What Are You Looking For?

SEARCH

CONTACT US - or - Call 423-392-













MEET OUR NEIGHBORS - Select an image and we'll introduce you to some of those who call Kingsport their new home.



A community like no other ... and we'll prove it!

Sign the Guestbook and we'll get started to help you FIND A JOB, FIND A HOME and discover a new life in Tennessee's bright spot.

Get Started Now



Tennessee's Bright Spot

Offering a dynamic combination of pristine beauty and cutting-edge technology, the city of Kingsport is a beacon of hospitality in an

Kingsport Just For You...

Select a preference below for custom information related to your interests in our community. It's Kingsport just for you..

Top Destinations - Must See

Ride The Bus!

It's almost as good as being there yourself. F the Downtown Kingsport Tour Bus with Chad







Passenger numbers at TRI up 9.2 percent

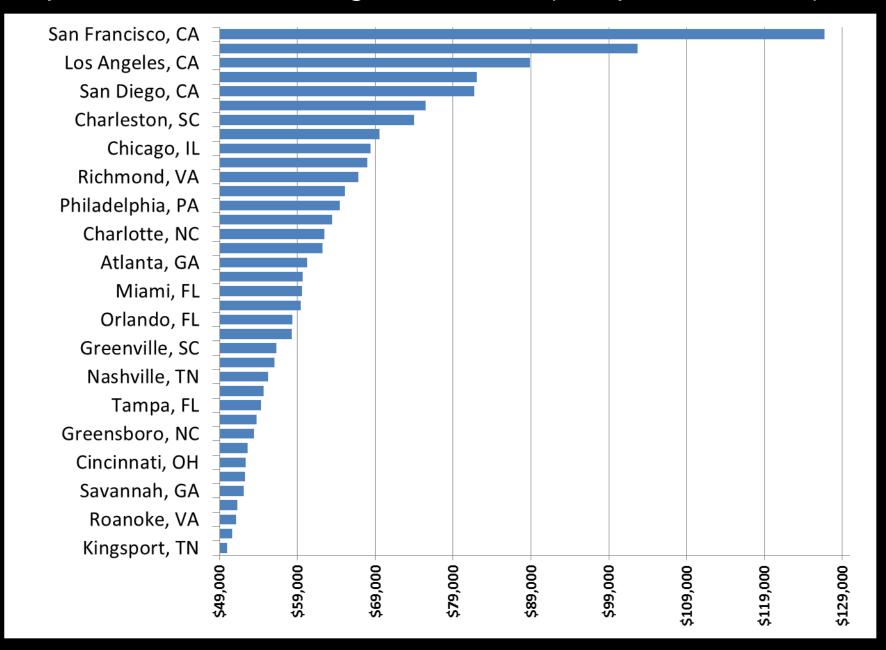
February, 2011

Direct flights to 4 Cities:

Atlanta
Charlotte
Orlando
St. Pete/Clearwater

Closest Neighboring
Airports:
Asheville (90 miles)
Knoxville (112 miles)

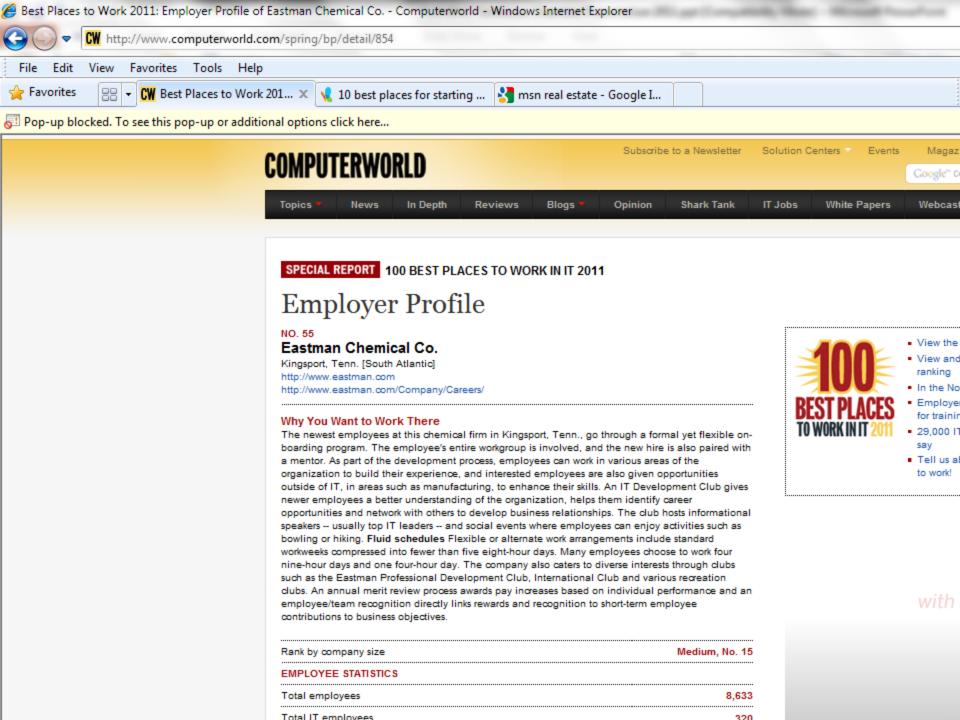
Equivalent Cost of Living for \$50,000 (bestplaces.net/col)





8th Best Place for Starting Over June 2011

- The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents. The city won accolades from both the National League of Cities and Harvard University for its city scholarship program.





Waconia, Minnesota

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



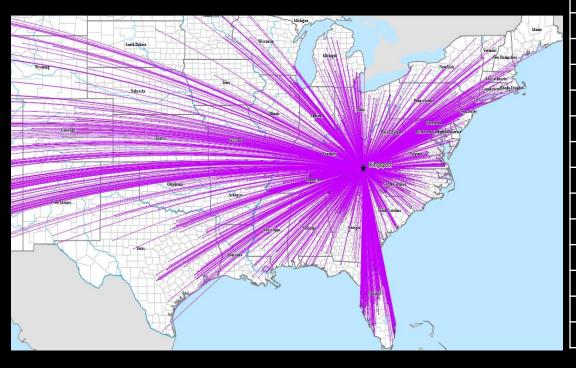
Kingsport, Tennessee

Recently named one of the best cities to practice medicine in America by

Mediai Leonomies Magazine,

FY06-12

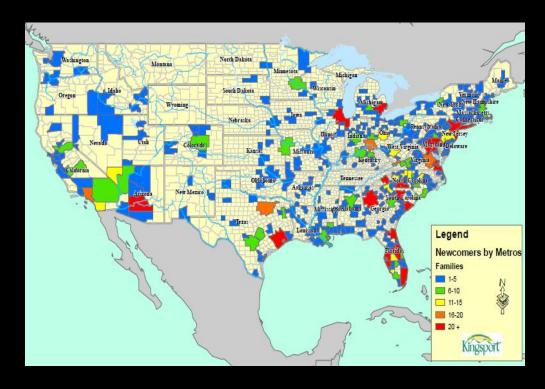
2,591 families from 49 states & DC moved to Kingsport



1	VIRGINIA
2	FLORIDA
3	NORTH CAROLINA
4	GEORGIA
5	SOUTH CAROLINA
6	KENTUCKY
7	TEXAS
8	OHIO
9	CALIFORNIA
10	MICHIGAN
11	NEW YORK
12	MARYLAND
13	PENNSYLVANIA
14	ALABAMA
15	ILLINOIS
16	MISSISSIPPI
17	ARIZONA
18	INDIANA
19	WEST VIRGINIA
20	NEW JERSEY

Top Metros Moving to Kingsport FY06-FY12

1	Tampa Bay, FL
2	Washington, DC-VA-MD-WV
3	Atlanta, GA
4	Miami-Ft Lauderdale, FL
5	New York-Northern NJ
6	Asheville, NC
7	Charlotte, NC-SC
8	Orlando, FL
9	Va Beach-Norfolk, VA-NC
10	Deltona-Daytona, FL
11	Detroit, MI
12	Chicago, IL-IN-WI
13	Houston, TX
14	Baltimore, MD
15	Charleston, SC
16	Phoenix, AZ
17	Jacksonville, FL
18	Sarasota-Bradenton, FL
19	Columbia, SC
20	Dallas-Fort Worth, TX
21	Cincinnati, OH-KY-IN



1	Kingsport-Bristol, TN-VA (non Kingsport zips)	2,497
2	Johnson City, TN	1,417
3	Greeneville, TN	374
4	Knoxville, TN	166
5	Morristown, TN	77
6	Nashville-DavidsonMurfreesboro, TN	68
7	Chattanooga, TN-GA	49
8	Sevierville, TN	27
9	Memphis, TN-MS-AR	25

Buxton analysis of in-migrants to Kingsport

Primary: "Stable Careers"

Young and ethnically diverse singles living comfortable lifestyles.

Secondary: "Steadfast Conservatives"

Mature singles and couples living in middle-class urban neighborhoods.

Tertiary: "Urban Commuter Families"

Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.

Buxton analysis of in-migrants

In-migrants from >35 miles away are more likely to be younger, higher income, and live in higher-end housing.

Demographic

- · 35% more likely to have children 0-3
- 49% more likely to have children 4-6
- 60% more likely to have a head of household 35-54

Income

- 170% more likely to have an income \$150,000-\$174,999
- 93% more likely to have an income \$175,000-\$199,999
- 174% more likely to have an income \$200,000-\$249,999
- 48% more likely to have an income \$250,000+

Housing

- 171% more likely to live in a home valued \$300,000-\$349,999
- 228% more likely to live in a home valued \$400,000-\$449,999
- 47% more likely to live in a home valued \$450,000-\$499,999



5-Year House Price Appreciation

Source: FHFA.gov 3rd Quarter 2011 (released November 29, 2011)

- +6.67% Kingsport-Bristol, TN-VA
- +4.03% Johnson City, TN
- +2.64% Greenville-Mauldin-Easley, SC
- +0.80% Knoxville, TN
- +0.30% Lexington, KY
- -0.87% Nashville-Murfreesboro-Franklin, TN
- -1.28% Chattanooga, TN
- -1.68% Roanoke, VA
- -1.91% Spartanburg, SC
- -3.74% Asheville, NC
- -4.56% Charlotte-Gastonia-Rock Hill, NC-SC
- -8.65% Memphis, TN-MS-AR
- -18.13% Atlanta-Sandy Springs-Marietta, GA
- -21.93% Chicago-Joliet-Naperville, IL
- -33.74% Detroit-Livonia, MI
- -39.55% Tampa-St. Petersburg-Clearwater, FL
- -45.40% Fort Lauderdale-Pompano-Deerfield, FL
- -59.46% Las Vegas-Paradise, NV

20 Metropolitan Statistical Areas and Divisions* with Highest Rates of House Price Appreciation

Percent Change in House Prices with MSA Rankings Period Ended September 30, 2011

(Estimates use all-transactions HPI which includes purchase and refinance mortgages)

Note that purchase-only indexes, which omit appraisal values, are available for select metro areas at http://www.fnfa.gov/Default.aspx?Page=87.

MSA	National Ranking**	1-Yr.	Qtr.	5-Yr.
Bismarck, ND	1	5.52	0.38	15.99
Dubuque, IA	2	2.46	3.26	8.06
Fargo, ND-MN	3	1.86	2.37	6.88
Joplin, MO	4	1.56	5.74	2.59
Casper, WY	5	0.88	3.73	5.99
Springfield, IL	6	0.67	-0.22	5.12
Burlington-South Burlington, VT	7	0.60	0.96	0.61
Pittsburgh, PA	8	0.33	1.05	8.15
Anchorage, AK	9	0.29	0.28	1.55
Owensboro, KY	10	0.27	2.20	8.03
Honolulu, HI	11	0.24	-0.93	-6.57
Davenport-Moline-Rock Island, IA-IL	12	0.20	1.15	5.23
Corpus Christi, TX	13	0.15	1.23	2.50
Bloomington, IN	14	0.11	4.14	6.21
Waterloo-Cedar Falls, IA	15	0.07	-0.61	4.32
Topeka, KS	16	0.06	3.97	1.62
Jefferson City, MO	17	0.03	2.24	4.43
Kingsport-Bristol-Bristol, TN-VA	18	0.01	1.22	6.67
Fayetteville, NC	19	-0.02	-0.26	9.39
Sioux Falls, SD	20	-0.10	1.33	4.58

Jobs

updated December 2011

7.2% = Kingsport-Bristol, TN-VA
7.3% = Johnson City, TN
7.5% = Asheville, NC
7.7% = Greenville-Mauldin-Easley, SC
9.2% = Spartanburg, SC
7.9% = Columbia, SC
7.8% = Charleston-North Charleston, SC
8.4% = Savannah, GA
9.7% = Brunswick, GA
9.5% = Jacksonville, FL
14.0% = Palm Coast, FL
10.3% = Deltona-Daytona, FL
9.7% = Orlando-Kissimmee-Sanford, FL
10.3% = Tampa-St. Pete-Clearwater, FL
11 1% = Palm Ray-Melhourne-Titusville Fl

Quick Summary of Unemployment Rate:					
Sullivan County					
Kingsport	t-Bristol, T	N-VA MSA	7.2%		
Johnson City-Kingspor	t-Bristol, 1	N-VA CSA	7.3%		
	Hawki	ns Count	y 7.5%		
	United States				
	State of	Tennesse	e 8.4%		
CITY OF KINGSPORT	2006	2010	2011		
Unemployment Rate	6.0%	8.8%	7.9%		
Population	44,758	48,205	50,851		
Labor Force	19,050	19,430	19,650		
Employed	17,910	17,730	18,100		
Unemployed	1,150	1,710	1,550		

Employment in Kingsport, TN-VA MSA	January 1990	% of All Jobs	December 2011	% of All Jobs	Change (Jan 1990- Dec 2011)	% Change 1990-2011
Education and Health Services	10,000	9.43%	19,200	16.07%	9,200	6.63%
Leisure and Hospitality	6,500	6.13%	11,600	9.71%	5,100	3.58%
Mining, Logging, Construction	3,100	2.92%	6,900	5.77%	3,800	2.85%
Professional and Business Services	6,200	5.85%	8,900	7.45%	2,700	1.60%
Government	12,600	11.89%	16,200	13.56%	3,600	1.67%
Financial	3,100	2.92%	4,500	3.77%	1,400	0.84%
Other Services	3,400	3.21%	4,300	3.60%	900	0.39%
Information	1,900	1.79%	2,300	1.92%	400	0.13%
Trade, Transportation and Utilities	22,900	21.60%	24,700	20.67%	1,800	-0.93%
Manufacturing	36,300	34.25%	20,900	17.49%	-15,400	-16.76%
TOTAL	_ 106,000	100.00%	119,500	100.00%	13,500	← Net Gain

Leadership

"We're the 30 year overnight success story" Mayor Knox White, Greenville, SC

"When people ask,
'How did you do
it?'...we did t."
Mayor Dennis
Phillips, Kingsport



"We must have a series of sustained successes"

Mayor Jeanette
Blazier, Kingsport

"The torch has been passed to a new generation" John F. Kennedy

"If you don't plant acorns, you'll have no oak trees" Miles Burdine, Kingsport Chamber CEO

One of our community's greatest assets





Newsweek

▶ Home Page

Cover Story

Archives

▶ Feedback

▶ Index

Health & Lifestyle

News

Business

Sports

Tech • Science

Living

Travel

Health

TV News

Opinions

Weather • Local

Shop@MSNBC

MSN.com

Qwest Dex.
online yellow pages
Find a Local Business

The Top High Schools

A Web-exclusive extended list of the nation's top high schools

Read more at:

Only 15 Tennessee Schools made the list (2010):

Kingsport: Dobyns-Bennett

Knoxville area: Farragut, West, Oak Ridge

Chattanooga area: -none-

Nashville area: Brentwood, Franklin, Ravenwood,

Centennial, Hillsboro, Fairview, Hume-Fogg

Magnet, MLK Magnet,

Memphis area: Collierville, Houston, White Station

Morristown: West

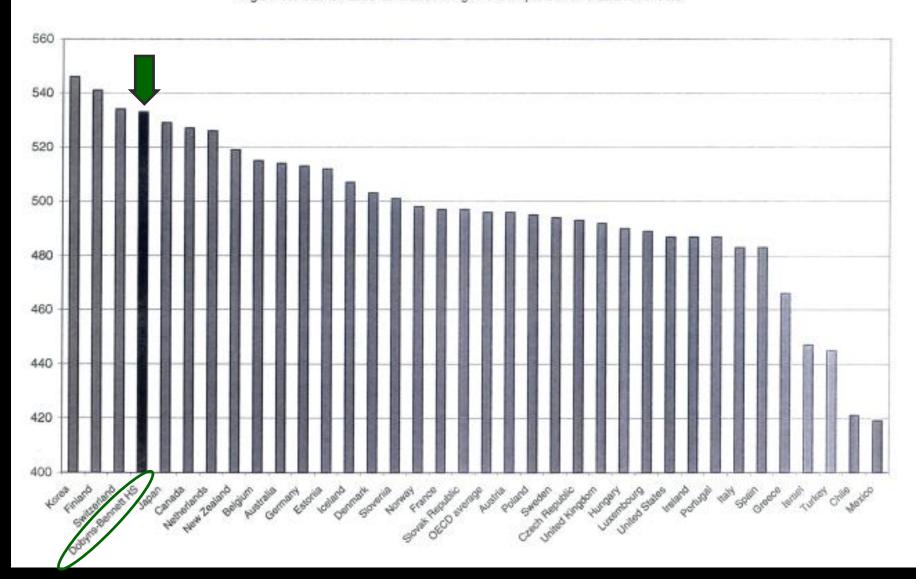
99 Virginia schools made the list – with Blacksburg

An International Comparison

- ▶ 15-year olds from Dobyns-Bennett
- A rigorous study compared PLAN (in ACT family) to PISA
- Several US high schools in the study
- Report expected to release March 7, 2011
 - Preliminary results reported here

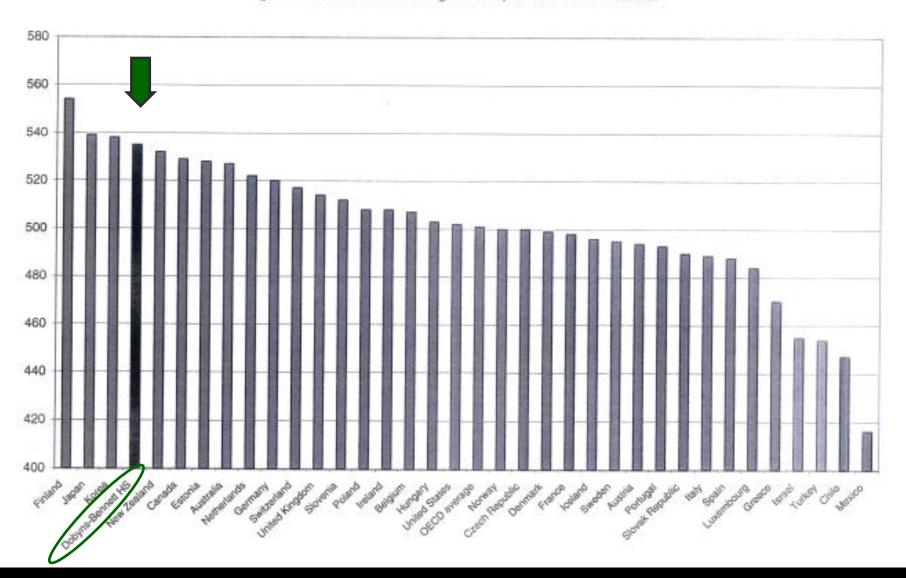
Math

Figure 1e. Mathematics for Students Age 15-Comparison to OECD Countries



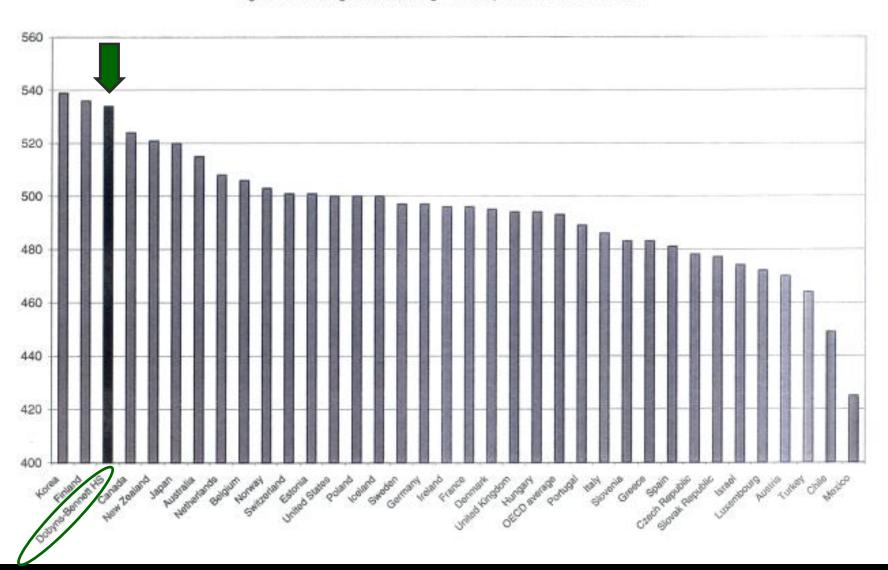
Science

Figure 1f. Science for Students Age 15-Comparison to OECD Countries



Reading

Figure 1d. Reading for Students Age 15-Comparison to OECD Countries



You are cordially invited to join our wonderful community!

www.movetokingsport.com

Please RSVP to:

Mayor Dennis Phillips

City of Kingsport 423-229-9412 DennisPhillips@kingsportTN.gov

Miles A. Burdine

Kingsport Area Chamber of Commerce President & CEO 423-392-8807 mburdine@kingsportchamber.org

Lea Ann Rasar

Kingsport Area Chamber of Commerce Director of Move to Kingsport <u>Irasar@kingsportchamber.org</u> 423-392-8804 423-967-4130

